



All-hands meeting

Center director recaps 1999, looks ahead

by Debra Valine

At last Thursday's all-hands meeting, Center Director Art Stephenson reviewed Marshall's accomplishments over the past 14 months, and looked ahead to where Marshall will be going the next year.

See awards recipients on page 4

Stephenson also issued a challenge to Marshall's leaders, presented length-of-service awards to employees with up to 45 years of service with Marshall, and presented a group achievement award to the Space Product Development Team.

"In the coming year we will see some stability in our mission and goals," Stephenson said. He emphasized Marshall's role in space transportation, the Shuttle program and Earth and space sciences. "Our mission areas are very clear. There are no changes to our goals."



Photo by Emmett Given, NASA/Marshall Space Flight Center

Center Director Art Stephenson, during the all-hands meeting last Thursday, recalls the visit of U.S. Sen. John Glenn and other members of the Shuttle crew of STS-95.

Stephenson recapped Marshall highlights for 1999.

Last year we had four Shuttle missions: STS-95 that included crew member U.S. Sen. John Glenn and dozens of microgravity experiments on board; STS-88 and the start of the International Space

Station; STS-96 and the testing of the Volatile Removal Facility to purify water on the Space Station; and STS-93 that launched the Chandra X-ray Observatory, Stephenson said.

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Snow, ice season just ahead for Marshall employees

by Pete Allen

It's that time of year again when North Alabama and Southern Tennessee residents could experience ice or snow conditions.

When these conditions occur, it may be necessary to adjust the operating hours for the Center, or close the Center completely, to help assure the safety of our employees.

These decisions are made after evaluation of the conditions and consultation with the Army on how they will status the Redstone Arsenal.

Should weather conditions begin to deteriorate during duty hours, Protective Services personnel confer with the Emergency Management director and Center management to discuss the possible need to close the Center early.

The weather development is monitored constantly to determine if, or when, the weather system will move in along with the

expected severity of the storm. At the same time, Protective Services personnel will monitor the condition of roadways in the area.

Communications are then established with the Redstone Arsenal post commander's office to determine how they will status the Arsenal. A decision is then made to either continue normal operating hours, adjust the Center's hours of operation, or close Marshall.

If it appears the weather system will miss the Center, obvi-

See Weather on page 3

"Start with Safety — And Go Anywhere"
— Safety slogan submitted by
David Harvey, EG&G

Marshall plans Christmas tree lighting, annual holiday reception for Dec. 15

Marshall's Christmas tree lighting and annual holiday reception will be Dec. 15.

The tree lighting will be at 9 a.m. on the front lawn of Bldg. 4200, followed by the reception from 9:30 a.m.-12:30 p.m. in Bldg. 4752.

The entertainment program includes performances by Marshall's Child Development Center, Sharon Hancock, Luis Trevino's Christmas Trumpet Carols, and a Barber Shop Quartet.

A food/toy drive is being conducted during the time leading up to the reception. Donations will earn raffle tickets for prizes from the NASA Exchange. Three

cans of food earns one ticket; a new toy earns three tickets.

Collection times for the food/toy drive will be 11 a.m.-1 p.m. Tuesdays and Thursdays at the Bldgs. 4203 and 4610 cafeterias, and in front of Charlie's Grill in Bldg. 4200 until Dec. 14. There will be a table at the reception for last-minute donations.

Collected food items will be donated to the No. Alabama Food Bank and collected toys will be donated to Christmas Charities Year Round. Center employees, retirees and contractors are invited to participate in the festivities. Shuttle services will be provided.

Holiday Reception Bus/Van Schedule

Bus #1 — Bldg. 4200

Bus #2 — 4203 S. Loop, 4705 S. Side and 4708 N. Side (Center Entrance)

Bus #3 — 4610 Cafeteria Entrance, 4619 NE Entrance, 4663 NE Entrance, 4487 Main Entrance

Van #1 — 4650 Main Entrance South East Side, 4666 Main Entrance East Side

Van #2 — 4250 Main Entrance East Side, 4471 East End, 4481 West End, 4493 Main Entrance

Bus/Van service will begin at 9 a.m. and run until 1 p.m. Service will be provided at 15-20 minute intervals.

Upcoming Events

Write in Plain English — The course WIPE — Write in Plain English — focuses on enhancing your ability to produce effective documents. Since the WIPE course is tailored, those registering should send a two-page work sample to CD20/Stephanie Elliott no later than two weeks prior to the course. The class will be held from 8:30 a.m.-4:30 p.m. Jan. 18-19 in Bldg. 4200, room G-21, and Feb. 23-24 at a location to be determined. Civil service employees should register via AdminSTAR. For more information, call Vanessa Suggs at 544-7527 or Stephanie Elliott at 544-7553.

NASA Fellowship Program — Nomination paperwork for the NASA Administrator's Fellowship Program is due no later than Jan. 7. For eligibility and application requirements, access: <http://national-academies.org/osep/fo> or call Vanessa Suggs at 544-7527.

Working with Marshall — The Technology Transfer Department's handbook, "Working with NASA Marshall Space Flight Center" is available online at: www.nasasolutions.com
The booklet is designed to expedite the process of doing business with Marshall.

Marshall Open House — Join the excitement of America's future in space at Marshall's Open House from 9 a.m.-6 p.m., Saturday, May 20, 2000. Admission is free.

NASA unveils new virtual airport control tower

On Monday, NASA will unveil its new "FutureFlight Central," the world's first full-scale virtual airport control tower.

Located at NASA's Ames Research Center at Moffett Field, Calif., FutureFlight Central is designed to test — under realistic airport conditions and configurations — ways to combat potential air and runway traffic problems at commercial airports.

The facility's interior includes a 360-degree simulation of San Francisco International Airport.

Constructed at a cost of \$10 million, the two-story facility was jointly funded by NASA's Advanced Air Transportation Technologies Office and the Federal Aviation Administration (FAA). The facility is dedicated to the memory of Stanton R. Harke, the facility's first project manager, who passed away on April 25, 1999, at the age of 58 following an 18-month battle with cancer.

Daniel, Mann, Johnson & Mendenhall of Moffett Field, Calif., served as project engineers. Other project partners include Oracle Corp. of Redwood Shores, Calif., and SGI of Mountain View, Calif. Representatives from the FAA's air traffic control supervisors committee and the National Air Traffic Controller's Association, as well as the Air Transport Association, participated in all phases of the facility's design.

Obituaries

Shepard, Robert P., 75, of Huntsville, Ala., died Nov. 25. He retired from Marshall in 1990 where he worked as a management support specialist. He is survived by his wife, Wilda Shepard.

Burdett, Hazel C., 77, of Guntersville, Ala., died Nov. 10. She retired from Marshall in 1981 where she worked as a secretary.

Marshall hosts agencywide small business meeting

Marshall hosted the semiannual Small Business Innovation Research (SBIR) program managers' meeting in November at the Opryland Hotel and Convention Center in Nashville.

Twice yearly, NASA's SBIR program managers meet to assess current program status and plan future goals.

After a "virtual tour" of Marshall featuring an overview of Marshall's missions and achievements and a video of Wernher von Braun's contributions to Huntsville-area arts and sciences, Sally Little, Technology Transfer manager, gave the welcoming address to SBIR representatives from each field center.

Helen Stinson, Marshall's SBIR program manager, oversaw the event's agenda. Topics ranged from Strategic Enterprise reports, technology inventory/procurement and commercialization to procurement status and statistics, new initiatives and individual Center SBIR overviews.

The next SBIR program managers' meeting will be March 21-23 at the Johnson Space Center in Houston.



Courtesy photo

Speakers at the Nashville Small Business Innovation Research conference included Helen Stinson, left, Marshall's SBIR/STTR program manager, and Carl Ray, SBIR/STTR program executive, Commercial Development and Technology Division.

Weather

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ously the Center will remain open for business. However, in this case, if it is determined the system may affect other nearby areas where Center employees live, advisories will be issued so individuals can make personal decisions on whether to stay at work or take leave and head for home.

All decisions and advisories will be communicated over the Emergency Warning System.

When ice or snow conditions begin during off-duty hours, Protective Services monitors road conditions on the Center and surrounding areas. In addition, the weather conditions are monitored to determine the direction and severity of the approaching storm.

The Army is also contacted to determine its position on the closure or delayed opening of the Arsenal. A teleconference is held at 5 a.m. with senior Center management to decide the status for the Center.

The Media Relations Department is included in this early morning teleconference and, after the Center status is determined, it prepares a news release so news media can include the status in their early morning news broadcasts.

In addition, the NASA Information Support Center maintains a weather-related telephone hot line — 544-6262 — on which pertinent information is recorded to keep employees apprised of changing conditions. The message will be updated to reflect any

change in status. Employees should call this number rather than Protective Services or other organizations if they need information on the Center's operational status.

Everyone should keep in mind that at times these storm systems develop rapidly. The decision on the Center's operational status will be made with the best information available at the time.

If road conditions should deteriorate after Center operational status has been determined, employees are encouraged to consider their safety first and decide for themselves whether or not they can safely drive on the roads.

The Center typically will implement a liberal leave policy in these situations. Any employee who is not designated an emergency employee, and who feels it is unsafe for them to be on the roads may take leave without advanced approval.

This is very similar to the policy utilized at NASA Headquarters. Employees who live in areas which might be hit by a winter storm that doesn't affect the Madison County area are also reminded to consider their safety before trying to drive on potentially hazardous roads to get to work even though the Center may be open. Again, liberal leave typically will be honored when an employee considers weather conditions make their trip to work unsafe.

The writer is the manager of the Facilities Engineering Department.

All-hands

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Stephenson also addressed accomplishments in the sciences.

"There were 54 microgravity research experiments on STS-95," Stephenson said. "Crystals were grown in space vs. on Earth. Crystals grown in space give you a much better visibility. With this technology, you can solve some serious medical problems we have."

In the Earth sciences research area, Marshall scientists have been studying urban heat island effects, the effects of lightning and what can happen in severe storms, and precision farming technology that will help farmers determine water and fertilizer needs for crops.

Other programs highlighted included the X-34 technology demonstrator rollout at Dryden Flight Research Center at Edwards, Calif., and the success of the Fastrac and Aerospike engine testing. "During recent testing, we discovered damage to the X-33 hydrogen tank," Stephenson said. "Lockheed Martin is looking at a new tank about a year-and-a half from now, which will result in a schedule lapse."

Stephenson spoke of the work being done in the Space Transportation Directorate on second- and third-generation space flight technologies. The goal for all programs under development is better reliability with a 100 times reduction in cost.

This past year Marshall moved 2,130 people and their equipment within one week when we were told it couldn't be

Special thanks go to the Holiday Reception Committee for the decorations in Morris Auditorium.

done, Stephenson said. "Our safety record with the move was two paper cuts and one sprained knee.

"We celebrated the 30th anniversary of the Apollo landing," Stephenson said. "We had Buzz Aldrin and other astronauts here. We also had 28 teams enter the Great Moonbuggy Race. We are hoping to build it up from 28 to 60 teams for next year."

Stephenson said that in the coming year progress would be made in all the space transportation and science programs within Marshall. Examples include releasing the X-34 from the L1011 aircraft and having it land on a runway, the Next Generation Space Telescope, and the opening of the National Space Science and Technology Center. "We want to increase our collaboration with universities and industry."

The 40th anniversary of the Center will be next fall. The Marshall Center was dedicated Sept. 8, 1960. "We will be celebrating that event," Stephenson said. Marshall's Open House will be held May 20. More than 50,000 people are expected to attend that event.

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Awards presented to 47 employees, one group at all-hands meeting

Forty-seven Marshall employees received length of service awards at the all-hands meeting Dec. 2. The Space Product Development Team received a group achievement award.

45 Years of Service:

J.D. Horne, AD01
Richard M. Lynn, TD70

40 Years of Service:

Lynnon F. Grant, MP21
William H. Hooper, QS30
James E. Johnston, ED35
Angelo M. Nowlin, QS30
Kenneth L. Reed Jr., retired, ED04

35 Years of Service:

Steve L. Allums, TD71
William L. Boglio, ED19
Kenneth S. Clifton, ED03
Victoria J. Crawford, CD10

Sandra O. Dickerson, CD20
Patricia M. Dunnavant, RS50
Gerald F. Flanagan, ED04
Peggy K. Geddings, XP01
Ethel D. Grady, QS01
Jeanette M. Hall, QS01
Sandra G. Henderson, ED43
Robert T. Jernigan, FD21
Bobby J. Johnson, SD43
Carol S. Macpherson, RS50
Marena M. McClure, PS10
Jean R. Olivier, XP01
Edris J. Payne, CD10
John H. Reaves, FD31
James E. Rhodes, ED12
David A. Schaefer, SD44
James K. Stephens, ED04
Calvin C. Stover Jr., AD30
Larry K. Taormina, ED14
Gabriel R. Wallace, ED40
Gaines L. Watts, TD73

30 Years of Service:

Michael C. Clemons, RS10
Dennis S. Davis, QS10
Richard A. Helmick, AD30
Mary T. James, RS50
John W. Kilpatrick Jr., ED01
Roger L. Kroes, SD48
David P. Nicolas, ED13
Emil L. Posey, PS40
Ronald A. Schlagheck, SD44
Anne D. Sims, ED02
Jackie D. Steadman, FD10
Michael E. Vanhook, VS20,
Dawn B. Walton, FD42
Gayla C. Warren, PS10
Ronald E. White, TD31

Group Achievement Award

Space Product Development Team
Accepted by William Powell

All-hands

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Guideposts to Success

To accomplish all that Marshall is expected to do, Stephenson said the guideposts to success are Marshall's five core values, all under the umbrella of safety.

"Safety is not just another program or something that will pass," Stephenson said. "I really do care. Safety is here to stay. One of the ways that we can get there is to go forward with the Voluntary Protection Program."

Stephenson said the five Marshall values — people, customers, teamwork, innovation and excellence — all work together for success.

He answered questions that related to the values.

- Are there plans for replacing or keeping key people in management positions?

"It takes longer than you think to replace managers who leave," Stephenson said, "but the process is under way." Last year 45 new employees were hired. Stephenson said he sees the workforce balancing out and Marshall being able to hire people in the future. "We now have 2,646 civil service employees. I have requested that we be able to hire more. I hope to go up to 2,750 employees in the coming year."

- What are our plans for term management support assistants? "Unfortunately, we do not know at this time if we will be able to offer permanent positions to these employees," Stephenson said.

As an aside to the people value, Stephenson addressed integrity. "You have a lot of high-dollar value items that I do not want to see walk out the door. Further, downloading of pornographic information on government computers is absolutely prohibited. I have no tolerance for that. Another is using government property for outside business, which is improper. Integrity is important to me and I think we should tell the truth in everything we do."

- A question was asked about whether Marshall is meeting the goal of ISO-9000.



Photo by Emmett Given, NASA/Marshall Space Flight Center

William Boglio, left, of the Engineering Directorate, receives thanks from Center Director Art Stephenson for volunteering to participate in a demonstration during the all-hands meeting.

"The goal was to reduce the number of management instructions, and we are doing that," Stephenson said. "It turns out that we have gone from 248 to 90 MMIs. Management manuals have gone from 21 to 12 and other instructions have gone from 382 to 41. I think the numbers indicate we are going the right way. Our online system for ISO needs to be improved. I think our problem with that is that we do not know how to use it. We need training."

Leadership Challenge: Be Leaders

Stephenson challenged Marshall's leaders to be leaders. "Aim at what you want to achieve," he said. "Set goals for yourself that are not handed down to you. Work to do greater things than you think you can do. Set aggressive stretch goals and then do it."

"Decide where your organization is going — set goals. Bring a balance of positive attitude and concern. Communicate, review and affirm," Stephenson said. "Communication is central to all of this. Accept that we are a team. When you point at someone else, remember three fingers are pointing back at you."

The writer, a contractor employed by ASRI, is the Marshall Star editor.

Job Opportunities

Senior executive service vacancy announcement — Manager, Microgravity Science and Applications Department, Science Directorate, Marshall Space Flight Center, Huntsville, AL. Closes Jan. 5.
Industrial Property Management Specialist, GS-5, Center Operations Directorate, Logistics Services Department, Property Management Group. Closes Dec. 14.

Countdown to Y2K 22 Days Left

According to industry groups, few consumer products such as coffeemakers, refrigerators or microwave ovens use a month/date/year calendar function. If you aren't sure whether your product has a calendar function, contact the manufacturer.

Courtesy of Information Services Department

Employee Ads

Miscellaneous

- ★ Nordic Track Walkfit exercise treadmill, \$150; Craftsman 10" table saw, manual, all original items, \$100. 534-4968
- ★ Solid cedar chest w/full length drawer, cherry finish, \$245, miscellaneous curtain rods, reasonable. 881-8648
- ★ Chrome roll bar, fits F-150 and others, no rust, best offer. 534-8186
- ★ Satellite dish, 10', with receiver and accessories, \$200 firm. 586-7424
- ★ Nordic Track, electronic monitor, etc., \$350; Fisher Price tournament table, \$40. 837-0996
- ★ Twin bed frame, metal, 39"x72", \$5; Schwinn Traveller men's road bike, 26", 10-speed, \$50. 881-8953
- ★ Soloflex home gym w/butterfly & leg attachments, \$350; Stihl 011AT chainsaw, 16" bar, 2.5 cu. inch engine, \$125. 971-9710
- ★ Power Rider exercise machine, \$50. 971-0571
- ★ Loveseat, earthtone plaid w/walnut trim, \$60. 881-6531
- ★ Kenmore heavy duty white washer and electric dryer w/lighted panel, \$300. 830-4477
- ★ GE pots scrubber dishwasher, white on white, w/ original documentation, \$50. 533-3045
- ★ Sears 8" table saw, \$80; Rossi, 22 cal., pump-action Gallery gun, \$175; metal gun safe, \$60. 830-4846
- ★ DP exercise bike, \$50 obo. 971-1723
- ★ Small type burro, 6 months old, \$250. 931-438-8795
- ★ Children's clothes; girls - infant to 4 years, boys - infant to 3 years. 721-9749
- ★ Dept. 56 Snow Village, over 100 retired pieces, below green book value. 837-0037
- ★ Kenmore washer and Maytag dryer, \$175. 883-7729
- ★ Refrigerator, Amana, frost-free, side-by-side, icemaker/water dispenser, white w/black, 2 yrs. old, \$600. 461-1673/464-5985
- ★ Satellite dish, 8', electronics not provided. 880-6335
- ★ Kenmore dishwasher, new motor, pump and more. \$125. 828-1657
- ★ One Bridgestone tire, HP22 P185/70 R13, good spare, \$5 obo. 895-6640
- ★ Honda EX1000 portable generator, new, 60 lbs., \$800; Dooney & Bourke handbag, hunter green, matching wallet, \$125. 881-7000
- ★ Salomon ski boots, size 9, rear entry, \$35; K2 5500 skis, 190 cm length, \$25. 539-5543

- ★ Pro-Form air walker XT, \$100. 883-5543
- ★ Beginner piano, spinet, \$500. 883-2835
- ★ 100 MHz Pentium computer & 14" monitor, \$150 obo; Apple 6100 DOS computer, twin monitors & CPUs, printer, \$500. 828-6213
- ★ Entertainment center, solid oak, corner, 32" TV, \$650; matching bookcase, 7' tall, \$225. 881-5093
- ★ Early American couch, three cushions, multi-color, 88"x36", two gold lamps. 837-7999
- ★ Two Mr. Coffees, \$5 each; Black & Decker 3/8" power drill, \$18; wrinkle steamer for traveling, \$5. 461-8369
- ★ Queen waterbed frame, bookcase headboard, padded rails, heater, make offer. 890-9758/216-5566
- ★ Oak and hickory firewood, cut to any length, will deliver. 931-433-6642

Vehicles

- ★ 1988 Jetta, 2-door, 5-speed, \$800 firm. 722-0882
- ★ 1987 Cadillac Cimarron, maroon, leather seats, power seats, windows, locks, \$2,300 obo. 582-5210
- ★ 1988 Ford Taurus, 3.0L, V6, 4-door, power doors & windows, a/c, 151K miles, \$500 obo. 461-8394
- ★ 1992 Toyota Camry, automatic, 2.2 liter, 4-cylinder, airbag, 150K miles, light blue, \$5,000. 859-1547/726-8645
- ★ 1996 Saturn SL1, green, 4-door, loaded, 36.5K miles, \$6,700. 423-2874
- ★ 1991 Buick Park Avenue, 4-door, leather, cruise, 138K miles, \$3,800. 883-4177
- ★ 1991 Olds Regency Elite, \$5,200 obo; air compressor, 2 HP, \$135. 852-6952
- ★ 1997 Jeep Wrangler, red w/black soft top, 6 cylinder, 5-speed, 4.0L, a/c, aluminum wheels, 75K miles. 355-1353
- ★ 1992 Nissan pickup, automatic w/overdrive, am/fm cassette, a/c, 87K miles, \$3,800. 880-9025
- ★ 1997 Nissan pickup, regular cab, 55K miles, 5-speed, \$7,300. 828-4448
- ★ 1994 Mazda, RX6 LS, V6, leather, 599++ miles, \$8,750. 232-4168
- ★ 1993 Ford Escort, 4-door, 5-speed, \$2,250. 796-6934
- ★ 1993 Mazda Miata Special Edition, less than 19,300 miles, \$15,000. 534-7652
- ★ 1995 Chevy Cheyenne, sport-side, 305 V8, 5-speed, 75K miles, tilt, air, cruise, one-owner, \$12,000. 931-565-4332
- ★ 1988 Maxima, one-owner, priced \$500 below initial offer. 883-2237

- ★ 1998 Jeep Grand Cherokee Laredo, 6 cylinder, 2-wheel, 30K miles, all power, \$21,500 obo. 837-7314

Wanted

- ★ Juicer to extract juice from vegetables, etc.; Maytag clothes washer for parts. 881-6040
- ★ Golf metal woods, Callaway, King Cobra, Olimar, etc., (1, 3, 5, 7, 9). 883-2948

Center Announcements

- ☛ **Facilities Office Breakfast** — The Facilities Office employees, retirees and friends will meet for breakfast at 8 a.m. Dec. 14 at Shoney's on University Drive and Memorial Parkway. For more information, call Carl Gates at 232-2695.
- ☛ **NASA Exchange Nut Sale** — The NASA Exchange annual nut sale resumes Friday at the Grand Opening of the NASA Exchange Space Shop at Bldg. 4752. A limited supply of pecans, peanuts, English walnuts, chocolate-covered pecans and pistachios will be available.
- ☛ **Smoke Stoppers** — The next Smoke Stoppers class will begin Jan. 11. Orientation will be from 1-2 p.m. in Bldg. 4752. For more information, e-mail Patricia.Mirandy@msfc.nasa.gov or call 544-7570.
- ☛ **AFGE Centerwide Open House** — All Marshall employees are invited to the AFGE Local 3434 Centerwide Open House from 11:30 a.m.-12:30 p.m. Dec. 14 at the Union Hall, Bldg. 4200, room G35.
- ☛ **MOO Retirees' Christmas Party** — The Management Operations Office (MOO) Retirees' Christmas Party will be held at 6:30 p.m. Dec. 15 at the Soldatenstube German Restaurant at the corner of Vincent Drive and Gray Road on Redstone Arsenal. Call 536-6702 or 539-0042 by Dec. 13 for reservations or directions. The December breakfast at the Cracker Barrel Restaurant has been canceled.
- ☛ **MESA Meets** — The Marshall Engineers and Scientists Association (MESA) will meet at 11:30 a.m. Dec. 16 at Bldg. 4471, room C-105. Members are asked to bring a refreshment to share in the spirit of the holiday season.
- ☛ **Habitat for Humanity** — Habitat for Humanity of Madison County will address, sign, stamp and mail holiday cards purchased through Habitat for Humanity for \$5 each. Each purchase is tax deductible. For more information, call 533-2282.

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